

**POLICE AND CRIME COMMISSIONER FOR
HAMPSHIRE**

POLICE AND CRIME PLAN 2013-17

FOREWORD

Welcome to my first Police and Crime Plan since being elected as your Police and Crime Commissioner in November last year. The Plan covers the period April 2013 – March 2017 and outlines my vision and priorities for policing and community safety across Hampshire and the Isle of Wight.

The introduction of Police and Crime Commissioners has been the most significant democratic reform of policing in modern times. Turnout in the elections may have been low, but everyone has an interest in keeping Hampshire and the Isle of Wight safe places to live, work and visit. In this context, I want to acknowledge the contribution made by all partners and stakeholders who work in community safety and criminal justice in helping to ensure that this is the case.

This Plan is my opportunity to show how I intend to keep the promise I made to our communities when I took office – ensuring that the police and other partners are able to cut crime and protect the public.

A new Chief Constable has joined us; my challenge to Andy Marsh is for him to build on the areas of excellence around the two counties, and to reduce crime and the number of victims even further. It is this Plan that I will use to hold him to account on behalf of the public.

I am committed to working with other partners and stakeholders to ensure the safety of the community and that effective criminal justice is delivered. I intend to encourage greater co-operation in recognition of the fact that responsibility of creating safer communities does not lie solely with the police. I will strive to bring together those organisations who share the common goal of reducing crime and preventing reoffending. Indeed the current period of financial restraint makes it even more imperative that organisations work together to maximise outcomes for the communities we serve at minimum cost. I am in no doubt that organisations in the Voluntary and Community Sector also have a crucial role to play and through my commissioning function I fully intend to give you the opportunity to contribute to ensuring that the Hampshire Policing Area remains a safe place for people to live and work in, and to visit.

The targets in this plan have been driven by your views, collected through a series of public consultation activities and by speaking to other elected and community representatives. As shown in the Plan, some of the priorities and targets may take slightly longer to achieve; I will do my best to ensure that they are all delivered by the time my term of office ends.

[Signature block and date]

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How to contact me - I am committed to being as accessible as possible to the public of Hampshire and the Isle of Wight; I can be contacted by the following means:

You can write to me at:

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If you require any part of this document in Braille, large print, or another language please contact the Office of the Police and Crime Commissioner on 01962 871595 or send an email to opcc@hampshire.pnn.police.uk

THE HAMPSHIRE POLICING AREA

Overview - The Hampshire Policing Area covers the two counties of Hampshire and the Isle of Wight and the two unitary authorities of Southampton and Portsmouth. In policing terms it is a very diverse area: whilst much of it is rural, it contains the large and vibrant cities of Southampton and Portsmouth as well as growing urban and suburban areas in the north. There are significant road and rail routes that run through the Area; a large airport at Southampton plus many smaller airfields across the Area; and a coastline that includes the ports of Southampton and Portsmouth as well as many coastal towns and villages in Hampshire and the Isle of Wight that are the focus for much marine activity. Although most of the area is relatively affluent there are pockets of deprivation.

Demographic Information – Hampshire and the Isle of Wight have a combined population of just under 1.9 million¹. Whilst the population is predominantly white (93.19%) there are significant minority ethnic groups² in Portsmouth (11.68% of the population) and Southampton (14.22%). In addition there is a significant Eastern European population across the Area and, in the north, a growing Nepalese community centred on Aldershot and Farnborough. The needs of these ethnic groups can drive the requirement for differing approaches to policing and crime reduction.

Southampton and Portsmouth have a higher proportion of people in the 16-14 age range (18.91% and 17.76% respectively) when compared with Hampshire and the Isle of Wight (10.20% and 9.58%). Conversely there is a higher proportion of people aged 65 or over in Hampshire and the Isle of Wight (18.47% and 23.83%) compared to Southampton and Portsmouth (12.99% and 13.37%).

Portsmouth is the most densely populated city in England outside Inner London with 50.7 people per hectare. Over 85% of the area covered by Hampshire County Council is rural whilst 85% of the population live on 15% of the land, with the majority living on the south coast and the north of the county. This combination provides unique policing challenges.

A more detailed analysis of the demography of the Policing Area is shown at Appendix [x].

Significant Factors Affecting Policing and Crime Reduction – In addition to the demographic factors outlined above the Hampshire Policing Area includes other infrastructure that directly affects the delivery of policing and crime reduction services both at a neighbourhood and strategic level. These include:

- **Strategic Road Network** – there are major roads that provide fast and easy access to all parts of the Area; these are: M3, A3(M), M27/A27, A303, A34 and A35.
- **Marine Environment** – there are 190 miles of coastline bordering the English Channel which includes two large international ports (Southampton and Portsmouth), as well as a myriad of smaller harbours and coastal rivers and inlets used predominantly by leisure craft.
- **Air and Aviation** – Southampton International Airport is the largest public airport in the Area while TAG Farnborough Airport caters for executive and private aviation

¹ 2011 Census: Total population 1,897,991.

² 2011 Census: Minority and Ethnic defined as Arab; Asian; Black; Mixed; Traveller; and Other.
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travel. In addition there are several smaller airfields ranging in size from Blackbushe Airport to privately owned airstrips.

- Rail Network – there are good rail links to the rest of the country, especially to London which can be reached in just under an hour from Winchester.
- Armed Forces Connections – there are significant military facilities and installations across the Area and, to the west, in the Wiltshire Policing Area. These include the military port at Marchwood, the Army Headquarters in Andover, the Army Aviation Centre at Middle Wallop, RAF Odiham, and the Naval port and other facilities in Portsmouth.
- Rural Factors – a key feature of the rural area is small villages and a comprehensive network of lanes and byways. Most of the rural area is given over to agriculture with other business diversification providing significant economic benefit. There are two national parks in the Area: the New Forest and the western end of the South Downs. In addition there are many Areas of Outstanding Natural Beauty and Sites of Special Scientific Interest. Collectively these add impetus to a thriving tourist industry. This diverse landscape and the aspirations of its residents provide significant challenges to the delivery of policing services across the rural parts of the Area.
- Miscellaneous – there are other events that occur across the Policing Area that place specific drivers on policing delivery; these include: sporting events; country shows; music festivals.

SECTION 1 – MY VISION AND PRIORITIES

STRATEGIC VISION – PROTECTING PEOPLE AND PLACES

My vision is to make Hampshire and the Isle of Wight safer by:

- Improving community safety
- Cutting crime and re-offending

I believe that by inclusion, community co-operation and consultation we can work together to deliver those outcomes.

TRUST AND CONFIDENCE

Policing will continue to come under public scrutiny particularly when national issues feature in the media. With this in mind I want to ensure that the communities of Hampshire and the Isle of Wight have the utmost trust and confidence in their local police and in the values that they demonstrate. Legitimacy, and the accompanying trust in the police, lies at the centre of the relationship between the police service and local citizens. If people trust their police they will turn to them for help and also assist them in their role. Such legitimacy grows out of how the police treat people in all our diverse communities: victims; witnesses; offenders; suspects; young people; older people; visitors; local residents; and businesses. When the police are seen to be fair, maintaining their neutrality, making good judgements and treating people with dignity and respect, police legitimacy and trust increases. The greater the trust the more effective the police will be in achieving their goals.

My strategic priorities for the period covered by this Plan are to:

Priority 1 – Improve frontline policing to deter criminals and keep communities safe

Priority 2 – Place victims and witnesses at the heart of policing and the wider criminal justice system

Priority 3 – Work together to reduce crime and anti-social behaviour in your community

Priority 4 – Reduce re-offending

A more detailed description of each Priority, including the evidence-based rationale underpinning it and associated key issues, is shown in the following pages. I describe the longer term outcomes that I plan to have achieved by the end of my term in office in May 2016, with related Targets for each. I also set out what I intend to do during 2013-14 for each Priority.

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PRIORITY 1 – IMPROVE FRONTLINE POLICING TO DETER CRIMINALS AND KEEP COMMUNITIES SAFE

Description	<p>Hampshire Constabulary has responded well to the financial constraints placed upon it by the 2010 Comprehensive Spending Review and has a savings target of £55M in order to bridge the funding shortfall over the period. To date total savings of £52.5M have been identified for delivery by the end of 2014-15. The offer of a Council Tax Freeze Grant for 2013-14, equivalent to a 1% increase in policing precept, represents less than a third of the increase in precept previously assumed by the Office of Budget Responsibility and by the Government in October 2010. As a result overall police funding is declining at a rate higher than that set out by the Chancellor in the 2010 CSR.</p> <p>The reduction in Government spending on policing, and the resulting requirement for savings have been a significant threat to force performance. Notwithstanding that a range of efficiencies have been achieved since 2009, there has been strong performance in a number of key crime reduction indicators (over the period 2010-13 the total number of crimes reduced by just under 24,000).</p> <p>A key component of effective crime reduction is high quality investigative policing to ensure that, when crimes are committed, there is more certainty of those crimes being solved and the persons responsible being held to account. Research on desistance from criminality indicates that the certainty of being caught is a more effective deterrent than the type of court sentence received. An overall reduction in crime and an increase in solved crime are both important contributors to keeping communities safe. Violence, theft and burglary are all crimes which affect all our communities and will continue to be priorities.</p>
Key Issues	<p>In their 2012 Value For Money inspection report HMIC assessed Hampshire Constabulary as the 3rd most cost effective force in England and Wales. There is, however, real concern about whether further large reductions in crime can be sustained in the face of future budgetary constraint. In the past 2 years the Chief Constable has strived to meet a target of maintaining 2224 personnel in the “frontline”³. However, this represents only 41% of the total establishment of the Constabulary. In parallel public expectation is for an improved policing service that is consistently delivered across the whole of the Hampshire Policing Area. This is likely to become increasingly difficult to deliver, especially as the next CSR will almost certainly drive the need for further savings.</p> <p>I intend to explore with the Chief Constable how overall frontline policing services can be improved in parallel with making the necessary savings. This will include increasing the percentage of the Constabulary that are employed in frontline roles, including retaining 200 personnel who would otherwise have left the organisation.</p>

³ Within Hampshire Constabulary the “frontline” is currently defined as consisting of personnel in Safer Neighbourhood Teams; local Response teams; and local CID.
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	<p>In addition, the geography and demography of the Hampshire Policing Area brings with it particular issues:</p> <ul style="list-style-type: none">• Direct road/transport links allow for easy access by criminals from well out side the Area, eg drug dealers; rural crime opportunists; organised crime groups.• Approx 77% of the population lives in urban areas, some of which are in the top quartile of the most deprived districts in England.• The number, variety and size of Minority and Ethnic (ME) communities is increasing. These groups bring an increasing range of cultural issues and a need to have a police force that reflects the diversity of the population it serves. <p>A key feature of the rural area is small villages and a comprehensive network of lanes and byways. Most of the rural area is given over to agriculture with other business diversification providing significant economic benefit. The natural landscape is one of the main drivers behind a thriving tourism industry. This diverse landscape and the aspirations of its residents provide significant challenges to the delivery of policing services across the rural parts of the Policing Area.</p>
Long Term Outcomes	<p>By the end of my term of office there will be:</p> <ul style="list-style-type: none">• An increase in the numbers of police personnel engaged in frontline duties.• An improved policing service that is consistently delivered across both urban and rural areas.• A reduction in overall crime levels and an increase in the number of crimes solved that matter to communities.
During 2013-14 I Will	<ul style="list-style-type: none">• Engage with other public sector partners and stakeholders to explore tasks being undertaken by Hampshire Constabulary that more properly lie elsewhere with the aim of freeing up police resources for their primary role⁴.• Engage with the Voluntary and Community Sector (VCS) and other interested stakeholders to explore the enhanced contribution that those organisations can make to keeping our communities safer.• Explore with the Chief Constable how the percentage of the Constabulary that are employed in frontline roles can be increased, including retaining 200 personnel who would otherwise have left the organisation.

⁴ For example those involved with mental health with a view to ensuring that responsibility for detainees with mental health problems is assumed by the correct organisation(s). During 2012 >900 people were detained for mental health reasons; of these 450 were detained for more than 10 hours waiting for an NHS assessment.
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	<ul style="list-style-type: none"> • Develop my policy on how crime issues that affect rural communities can best be addressed. • Undertake a review of the effectiveness of Mobile Data Technology with the aim of evaluating its effectiveness in improving police visibility in communities. • Undertake a review of the effectiveness of other technology solutions⁵ used by the Constabulary and their impact on levels of crime and confidence.
Targets and Success Measures	<ul style="list-style-type: none"> • A 12% reduction in total crime based on an average across the last 3 years. • Over 3 years reduce by 50% the gap in solved crime rates that currently exists between rural and non-rural beats whilst improving existing solved crime rates in non-rural areas. <ul style="list-style-type: none"> ○ Currently the gap is 10%; the target aims to have the gap reduced to 5% by the end of 3 years (subject to annual review); the baseline being the current rate of urban solved crime rates which is 31.62% for the period 1 Apr 12 to 30 Jan 13 (to be updated as at 31 Mar 13). • Improve timeliness of response to non-crime applications from the public. A specific target for 2013-14 is to renew 70% of firearms licences within 42 calendar days from receipt of application. • By April 2014 reduce by 15% the total number of reports of incivility received when compared to 2012-13 (YTD = 170) <ul style="list-style-type: none"> ○ Research indicates that the number of reports of incivility received is frequently an indicator of poor service delivery which is often the result of stress on the part of the individual employee and lack of resilience at a corporate level. ○ This target is subject to any further government announcements on an expanded role for the Independent Police Complaints Commission (IPCC). • By April 2014 the average sickness absence to be less than 8.5 days per paid employee. <ul style="list-style-type: none"> ○ Research indicates that when individuals feel under pressure at work they may be more inclined to have more days off work due to illness, often stress related.

⁵ For example ANPR, Electronic Witness Statements, Body Worn Video and other innovations.
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PRIORITY 2 – PLACE VICTIMS AND WITNESSES AT THE HEART OF POLICING AND THE WIDER CRIMINAL JUSTICE SYSTEM

Description	<p>Crime almost always carries a human cost yet, despite some improvements in recent years, further work needs to be undertaken to ensure that consideration of the needs and wishes of victims and witnesses is at the core of policing and the wider criminal justice system. Although there are elements of good practice, the service received is not determined by the seriousness of the crime or the vulnerability of the victim; in essence, it is not focused on the needs of individuals. These failings continue to attract criticism and undoubtedly affect levels of trust and confidence in policing and the delivery of justice. The introduction of a meaningful victim and witness focused police and wider justice service embedded within the “criminal justice system” is my goal.</p>
Key Issues	<p>As part of my commitment to victims and witness of crime I have signed Victim Support’s five pledges to ensure that their needs are a priority. I will:</p> <ul style="list-style-type: none">• Be open and accountable to victims and witnesses, seeking out and acting on their views.• Ensure that victims and witnesses get the high quality help and support they need, when they need it.• Make the police more victim-focused and more effective at meeting their needs.• Give victims and witnesses an effective voice in the wider criminal justice system.• Constantly work to develop new ways of delivering justice for victims. <p>Research reveals that although the police generally do a good job with the initial handling of incidents and investigations, it is the follow-up where they fall short and where improvements could be made⁶. Similarly, when an investigation leads to prosecution, the focus of the criminal justice system is frequently on the criminal and processes of the system, not the victim⁷.</p> <p>This is evident in the handling of domestic abuse cases where it is clear that many victims are not turning to the police or other statutory agencies for ongoing support. There is a complex picture of existing provision but academic research indicates that even with reducing resources there are opportunities for greater impact⁸. In Hampshire, and on a more positive note, a multi-agency evidence-based trial (Operation CARA) is beginning to reveal how some victims of domestic violence feel they have been treated. I am certain more can be done to improve victim support and offender rehabilitation in this area; I will strive to build upon existing “best practice” and</p>

⁶ Hampshire Constabulary - during October 2012 only 12.3% of those surveyed were “satisfied” as a result of being kept informed.

⁷ Louise Casey – Victims’ Commissioner 2011.

⁸ “Domestic Violence Perpetrator Programmes-What Counts as Success?” Westmarland, Kelly & Chalder-Mills 2010.

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	<p>work with interested parties to increase our services by the co-ordination of both investment and effort into relevant activities.</p> <p>In addition, and as I have said elsewhere in connection with the revised legislation on anti-social behaviour, I am supportive of proven evidence-based concepts and will be consulting with local communities, victims and partners in order to develop a range of appropriate sanctions that I will publish as the Community Remedy Menu.</p>
Long Term Outcomes	<p>By the end of my term of office there will be:</p> <ul style="list-style-type: none"> • A more coherent and individually tailored response for victims and witnesses, both within Hampshire Constabulary and across relevant partner agencies. <ul style="list-style-type: none"> ○ My aim is to provide a service where victims and witnesses feel more involved and are confident that if they turn to the police or partner agencies that they will receive the appropriate level of care and support. I recognise that such improvements could lead to an increased reporting of crime. I would view this as a demonstration of public confidence that is to be encouraged especially in the case of victims who have been subjected to domestic abuse.
During 2013-14 I Will	<ul style="list-style-type: none"> • Introduce a multi-agency Victims & Witnesses forum with the aim of establishing a joined up approach to improving the experience of all victims and witnesses across the criminal justice system. This will include the development of appropriate measures to enhance our understanding of victim and witness levels of satisfaction. • Require the police to review and improve their victim and witness support efforts, in particular to encourage the integration and tailoring of victim and witness care needs throughout Hampshire Constabulary. • Explore the development of Restorative Justice Conferencing to improve victim and offender outcomes. • Identify the key issues and bring forward proposals to improve the handling of domestic abuse cases by the police and other criminal justice agencies in conjunction with partners and stakeholders.
Targets and Success Measures	<ul style="list-style-type: none"> • To ensure that, by April 2014, 84% of victims of crime are completely, very or fairly satisfied with the service they receive from Hampshire Constabulary. <ul style="list-style-type: none"> ○ This definition is used by both HMIC and iQuanta and will therefore allow direct comparison at a national level.

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PRIORITY 3 – WORK TOGETHER TO REDUCE CRIME AND ANTI-SOCIAL BEHAVIOUR IN YOUR COMMUNITY

Description	<p>The Crime and Disorder Act 1998 established a statutory duty on responsible authorities to work in partnership with other local agencies and organisations to develop and implement strategies to tackle crime and disorder, including anti-social behaviour and other behaviour adversely affecting the local environment, as well as the misuse of drugs and alcohol in their area. More recently responsibility for undertaking Domestic Homicide Reviews has been placed on Community Safety Partnerships (CSPs). CSPs are already in place across Hampshire and the Isle of Wight and have, for many years, been carrying out their responsibilities very effectively. Notwithstanding this, the resources available to CSPs have reduced as a result of the 2010 CSR, and many of those in the District and Borough council areas are investigating how they may reconfigure themselves in order to maintain their focus and effectiveness.</p> <p>I have a statutory duty to scrutinise, support and challenge partners commissioned to provide services; this extends to CSPs. Moreover I believe it is important that, on your behalf, I hold the partnerships to account for their performance and ensure that your local police and partner agencies are properly focusing on the problems that affect your local community.</p> <p>In recent years, working with their partners, Hampshire Constabulary has achieved significant reductions in anti-social behaviour (2012-13 – 11.6% reduction on 2011-12⁹); whilst challenging, I wish to see further reductions in this area.</p>
Key Issues	<p>From 2013-14 responsibility for disbursing the Community Safety Fund (approximately £1.5M) has been delegated to PCCs by the Home Office. With this in mind, and in consultation with CSPs, I want to understand the challenges they face and examine their effectiveness at resolving them. At the same time I want to work to improve liaison and contact between CSPs across the Hampshire Policing Area so that ideas and examples of “best practice” can be shared. I will also explore the rationale used by CSPs for setting their local priorities to ensure that decisions are founded on a robust evidence base. Bids for funding from the Community Safety Fund will need to be supported by evidence with sound provenance.</p> <p>Further to this, and in recognition of the desire to do “what works” in preventing and reducing crime, I will</p>

⁹ From 2011 the National Standard of Incident Recording (NSIR) and the guidance under which ASB is defined changed significantly; comparable data can therefore only be provided from 2011-12.

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	<p>encourage and support CSPs to embrace the available proven evidence concerning the “targeting of place and people”¹⁰ with the aim of implementing a geographically targeted and co-ordinated campaign to reduce crime and anti-social behaviour in their most deprived/vulnerable area.</p> <p>I will also require Hampshire Constabulary to demonstrate their commitment and support of CSP efforts. I note that there are only 178 Neighbourhood Policing Teams (NPTs) which are required to police 231 neighbourhoods¹¹ across the Hampshire Policing Area. To ensure those NPTs are focusing on local community problems I wish to see the development of an effective means of engaging with the residents of all 231 neighbourhoods with a view to setting and then publishing agreed local community policing priorities. The subsequent police efforts, progress and/or resolution should be effectively communicated back to the residents in a timely manner. These community policing priorities will be locally decided, locally led and locally delivered. I will oversee and monitor delivery.</p> <p>In support of making improvements to both communication and access to meaningful, timely, consistent, and accurate data from which detailed information and trends can be extrapolated, I will support the Hampshire Information Management Suite (IMS)¹² (currently comprising CrimeReports, Command Central and SafetyNet). Further enhancements to IMS are being explored with a view to maximising its potential with regard to transparent and effective partnership working, reducing and preventing crime and anti-social behaviour, and managing risk and vulnerability.</p>
Long Term Outcomes	<p>By the end of my term of office there will be:</p> <ul style="list-style-type: none"> • Effective and coherent delivery of evidence-based interventions to reduce crime and anti-social behaviour at the neighbourhood level under the auspices of CSPs. • Consistent approach to police engagement across all 231 neighbourhoods with the aim of generating commitment from local residents and partners in the delivery of local community policing priorities. • More consistent and effective use of the Hampshire IMS to support the reduction of crime and anti-social behaviour, and managing risk and vulnerability, in local communities.
During 2013-14 I Will	<ul style="list-style-type: none"> • Engage with each CSP to identify and select an area in which an evidence-based and targeted campaign can be implemented.

¹⁰ Weisburd & Braga 2010 - Policing Problem Places: Crime Hot Spots and Effective Prevention.

¹¹ As identified by Hampshire Constabulary.

¹² Managed by the Hampshire and Isle of Wight Community Safety Information Management Board.

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	<ul style="list-style-type: none">• Explore with Hampshire Constabulary the most effective means of engaging with every neighbourhood with the aim of setting local community policing priorities and of providing timely and meaningful feedback.• Support, and extend usage of, the Hampshire IMS Programme (see also section on Performance and Scrutiny)
Targets and Success Measures	<ul style="list-style-type: none">• 3% reduction of anti-social behaviour reported to the police in 2013-14 (2012-13 is the baseline)

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PRIORITY 4 – REDUCE RE-OFFENDING

Description

The traditional approach to reducing offending, specifically the arrest, prosecution of offenders through the Courts, and use of custodial sentencing represents a huge cost to the public purse¹³. I recognise and accept the need to lock some people up but the prisons are full to capacity. We also know that over 60% of frequent offenders, who receive less than 12 months custodial sentence, are back in prison within 2 years. Notwithstanding the focus on the use of custody, the recent introduction of Integrated Offender Management and Payment by Results schemes, coupled with the closure of some courts and prisons, and reduced public sector budgets, suggest that it is appropriate to consider some alternatives.

It is now generally accepted that Restorative Justice can and should be integrated with the legal justice system as a complementary process that improves the quality, effectiveness and efficiency of justice as a whole¹⁴. Recent evaluation of three pilot schemes concluded that Restorative Justice delivered decreased re-offending rates, and substantial satisfaction with the process and outcomes on the part of both victims and offenders participating in all three schemes¹⁵. I want to work with criminal justice partners, agencies from the Voluntary and Community Sector, and our communities to explore the development of such alternatives.

Of course, the enforcement of the law is the primary role of the police and in this regard I would like to see greater engagement with the local community with a view to delivering speedier more accessible justice, especially for high volume but low-level offending. The use of restorative interventions and proven evidence-based approaches should be considered, with a view to improving outcomes for victims and when appropriate keeping people out of the formal “criminal justice system”.

Key Issues

Youth Offending

In recent years too many young people have been criminalised by our “system”. There is a need for targeted earlier intervention, an increase in diversionary opportunities, and greater use of restorative interventions which could improve victim outcomes and offender rehabilitation. In recent years significant reductions in the number of young people entering the criminal justice system have been achieved [enter YOT data]. I will work with the Youth Offending Teams, Youth Crime Prevention staff, and others involved with reducing youth offending to ensure that

¹³ It costs >£40K to keep one person in prison for one year.

¹⁴ Newburn 2009

¹⁵ Shapland et al 2007

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this trend continues across the whole of Hampshire and Isle of Wight and that the most effective and efficient services are delivered.

During my campaign, I signed The Howard League pledge and I intend honouring the commitment to “*consult young people, including young people in contact with the criminal justice system*” throughout my period as your Commissioner.

Adult Offending

Integrated Offender Management (IOM) - Recent partnership efforts to integrate offender management for the cohort of offenders responsible for most crime are acknowledged. For example, across the area covered by the Hampshire IOM Service (HIOMS) in the current year, offenders are recorded as having an average reduction in crime of 50.8% (1,179 less offences) compared with the previous 12 months; this is approximately twice the average for all recorded offences. This same group has similarly shown a reduction of 63.8% use of police custody¹⁶. These co-located, multi-agency efforts must be supported and developed further, especially in terms of their delivery and effectiveness across the whole of the Hampshire Policing Area. The broader co-ordination and engagement of frontline police services is also essential; Neighbourhood Police Teams should know who their offenders are and what risks they present. In addition, the recent government announcement to place the management of low to medium risk offenders into the hands of the private sector will need to be carefully planned and managed.

Further to the above and in recognition of the need to address the causes of offending behaviour, I will continue to support and assist the development of drug and alcohol rehabilitation services. It is essential that we maintain alcohol education, awareness-raising, early intervention and enforcement practices where appropriate.

In addition, I will, support the Troubled Families Programmes across the Hampshire Policing Area as, collectively, the Programmes offer considerable potential to reduce offending and improve inter-agency service delivery. The Programmes will grow considerably over the next 12-18 months and will focus co-ordinated and sustained efforts onto those households and offenders involved in crime and anti-social behaviour. I will ensure that this important work is appropriately integrated with both my priorities and those of the Community Safety Partnerships.

Serious & Organised Criminality

Dealing with Serious and Organised Crime is the “invisible” side of policing that stretches from the national down to the neighbourhood. Organised Crime is a serious problem that affects real people. Its impact is seen on our

¹⁶ HIOMS Report to Hampshire County Strategy Group for Crime and Disorder dated 18 January 2013.
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	<p>streets and is felt in our communities every day. Many organised criminals have a global reach and a local presence. About half of all organised criminals are involved in the illegal drugs trade, others are involved in human trafficking, fraud and money laundering, and organised acquisitive crime, ranging from armed robbery to organised vehicle theft. Many are involved in more than one crime type. As new opportunities arise, such as computer-enabled crime, organised criminals will be quick to take advantage. Much of this is encapsulated in the Strategic Policing Requirement. Hampshire Constabulary has a flexible and effective response to tackle these individuals and over the years has significant success with the investigation and prosecution of such criminals.</p> <p>Notwithstanding this success, we know that across our two counties there are still a number of determined criminals engaging in organised crime. These people live amongst our communities; targeting and apprehending them requires a co-ordinated police effort. Neighbourhood Police Teams should know who these criminals are and be contributing to the overall intelligence picture. Similarly, as they travel across geographic boundaries I want to ensure that bordering police forces and beyond are also sharing intelligence and contributing to the aim of preventing their offending.</p>
Long Term Outcomes	<p>By the end of my term of office there will be:</p> <ul style="list-style-type: none"> • Fewer young people entering the criminal justice system. • Fewer low to medium risk adult offenders in prison with Restorative Justice efforts directed towards victim satisfaction and improved rehabilitation of the offender. • A focused and relentless pursuit of those serious and organised criminals who represent the largest threat to our communities.
During 2013-14 I Will	<p><u>Youth Offending</u></p> <ul style="list-style-type: none"> • Do “what works” in relation to earlier targeted intervention and support the continued use and development of diversionary programmes including, where appropriate, Restorative Justice. <p><u>Adult Offending</u></p> <ul style="list-style-type: none"> • Engage with relevant partners to support and improve the overall effectiveness of IOM. • Support the “Troubled Families” initiative. • Explore how I can effectively support drug and alcohol services.

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	<ul style="list-style-type: none">• Encourage a “what works” evidence-base to reduce offending <u>Serious & Organised Criminals</u> <ul style="list-style-type: none">• Review the approach used by Hampshire Constabulary to reduce the threat from organised criminals.
Targets and Success Measures	<ul style="list-style-type: none">• Reduction in number of young people entering CJS• Increased use of alternative disposals

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In addition to my own Priorities there are several national initiatives and programmes that I will take into account when carrying out my duties and responsibilities. An overview of those that are currently in place is given below.

STRATEGIC POLICING REQUIREMENT

Section 77 of the PRSR 2011 requires the Home Secretary to issue a Strategic Policing Requirement (SPR); this was duly issued on 31 July 2012. PCCs and chief constables are required to have regard to the SPR in exercising their respective roles.

The SPR focuses on those areas where government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality and in support of the work of national agencies such as the National Crime Agency (NCA). It does not cover areas where chief constables and PCCs are able to make effective local risk assessments.

The Home Secretary has engaged closely with policing and other partners to develop the SPR. It sets out her view of the national threats that the police must address and the appropriate national policing capabilities that are required to counter those threats. These threats are terrorism, organised crime, public disorder, civil emergencies and cyber threats. They stretch from the local to the national (often incredibly quickly and dynamically) and require a response that is rooted in local policing, with local forces playing their part on the local, the regional and the national stage. A full version of the SPR can be found at

<http://www.homeoffice.gov.uk/publications/police/pcc/strategic-policing-requirement>.

I can confirm that I have paid due regard to the SPR and the national threats that it articulates in setting this Plan and the associated budget for the Chief Constable, and will continue to do so throughout my tenure. In undertaking his wide-ranging Force Change Programme, the Chief Constable has ensured that, despite having to make savings of £55M, Hampshire Constabulary remains configured to make an appropriate contribution to the national and regional policing effort in relation to the identified national threats. My own governance arrangements ensure that, when making any decision about force resources, I am required to take into account the impact of that decision on regional and national capability.

ACPO CRIMINAL RECORDS OFFICE (ACRO) AND ACPO VEHICLE CRIME INTELLIGENCE SERVICE (AVCIS)

Along with Police Staff and assets I own ACRO and AVCIS, both of which deliver capability at the national level in their respective areas of responsibility. Both are “lodger” units under operational command of other forces. I hold a surety for each to mitigate any risk associated with my responsibilities.

TROUBLED FAMILIES PROGRAMME

Troubled families are those that have problems and cause problems to the community around them, putting high costs on the public sector. Central Government is committed to working with local authorities and their partners to help 120,000 troubled families in England turn their lives around by 2015 with the aim of ensuring that the children in these families have the chance of a better life, and at the same time bring down the cost to the taxpayer. The government is increasing local authority budgets by £448 million over 3 years on a PbR basis. The Troubled Families Programme includes:

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- getting children back into school
- reducing youth crime and anti-social behaviour
- putting adults on a path back to work
- reducing the high costs these families place on the public sector each year

One of the key elements of the Troubled Families Programme is to encourage local authorities to work with families in ways the evidence shows is more effective, including joining up local services.

Across the Hampshire Policing Area, 3155 Troubled Families have been identified¹⁷. I am committed to supporting the Troubled Families Programmes across the Hampshire Policing Area as, collectively, the Programmes offer considerable potential to reduce offending and improve inter-agency service delivery.

SAFEGUARDING CHILDREN

I will exercise my duty to hold the Chief Constable to account in relation to the safeguarding of children and the promotion of child welfare under provisions contained in both the Police Reform and Social Responsibility Act 2011 and the Children Act 2004¹⁸. As a relevant partner I will cooperate with local authorities and other relevant partners with a view to improving the well-being of children in the policing area. I will ensure that any functions that I discharge will have regard to the need to safeguard and promote the welfare of children.

ALCOHOL STRATEGY

Each of the 4 upper tier Local Authorities has an Alcohol Strategy aligned to the national strategy with outcomes focussed on minimising the risks, harms and costs caused by alcohol to individuals, families, communities, business and public services, through:

- Better education and communication
- Improving health and treatment services
- Combating alcohol related crime and disorder
- Working with the alcohol industry

The effects of alcohol on people's lives must not be under-estimated. I will work closely with Health and Wellbeing Boards to encourage and support initiatives that will minimise the effects of alcohol on levels of crime and anti-social behaviour.

ANTI-SOCIAL BEHAVIOUR LEGISLATION

The Government will shortly be issuing legislation on anti-social behaviour. The draft Bill includes flexible and more effective powers, including two important new measures to help focus the response to anti-social behaviour on the needs of victims:

- **Community Remedy**: an out of court process for dealing with low-level crime and anti-social behaviour that is transparent to victims and the public, with fair, proportionate and meaningful punishments. Dealing with low-level crime out of court (either as part of an informal community resolution or a more formal

¹⁷ HCC – 1600; Southampton – 685; Portsmouth – 555; IOW – 315.

¹⁸ PRSR 2011 s1 (8) (h) and Children Act 2004 s10 and 11.

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conditional caution) means victims get justice more quickly, and the offender has to face immediate consequences for their actions.

- During 2013-14 I Will - consult with local communities, victims and partners in order to develop a range of appropriate sanctions which I will publish as a Community Remedy Menu for the Hampshire Policing Area.
- Community Trigger: will give victims and communities the right to require agencies to deal with persistent anti-social behaviour that has previously been ignored. The Trigger could be activated by a member of the public, a community, or a business if repeated complaints about anti-social behaviour have been ignored.

PERFORMANCE AND SCRUTINY

Clearly my own ability to judge the success of my Priorities so that I can report back to both the communities across the Hampshire Policing Area and to service providers will be dependent on the development of a Performance and Scrutiny capability. This function will scrutinise all aspects of the performance of Hampshire Constabulary against an additional set of agreed targets over and above those high level targets and success measures shown against my Priorities above; the development of these additional measures will form part of the developmental work to be undertaken by my Performance and Scrutiny capability. As part of my overall governance framework I will also monitor the performance of other partners and stakeholders insofar as it affects the delivery of my Priorities.

In addition, and in order to reduce unnecessary bureaucracy and duplication with the performance and scrutiny functions of other partners and stakeholders, I will explore whether it is possible to integrate the capability I require with that of another organisation and develop smart processes to ensure that its outcomes meet joint requirements.

The success of this function will be dependent on having access to meaningful, timely, consistent, and accurate data from which detailed information and trends can be extrapolated. The Information Management Suite¹⁹ (currently comprising CrimeReports, Command Central and SafetyNet) has been developed with funding from 18 partners²⁰ across the Hampshire Policing Area and provides an integrated suite of applications that provide information on crime and anti-social behaviour to both the general public and practitioners. I will support this initiative and intend to explore its utility within my own Performance and Scrutiny capability.

- During 2013-14 I Will – develop a Performance and Scrutiny capability within the OPCC including examining how data can best be collected and accessed.
- During 2013-14 I Will – explore how I may best support the existing partnership Information Management Suite in order to maximise its use across the Hampshire Policing Area.

Annual Report – I am required to provide an Annual Report to the Police and Crime Panel to demonstrate progress made against this Plan. The first such Report will be

¹⁹ Managed by the Hampshire and Isle of Wight Community safety Information Management Board.

²⁰ Hampshire County Council, Isle of Wight Council, Hampshire Constabulary, Hampshire Fire & Rescue Service, Isle of Wight Fire & Rescue Service, Hampshire Probation Trust, Safer Portsmouth Partnership, Safer Southampton Partnership, all District and Borough CSPs.

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produced as soon after the end of the Performance Year as is practicable, allowing for all relevant year-end data to be gathered and analysed.

SECTION 2 – RESOURCES

FINANCE, RESOURCES AND VALUE FOR MONEY

Quite clearly the achievement of my priorities and targets is dependent on having adequate resources, and for there to be prudent financial management to maximise available funding and to ensure value for money service delivery solutions. As stated in the Protocol:

“...the PCC is the recipient of all funding, including the government grant and precept and other sources of income, related to policing and crime reduction and all funding for a force must come via the PCC. How this money is allocated is a matter for the PCC in consultation with the Chief Constable, or in accordance with any grant terms. The Chief Constable will provide professional advice and guidance...”

For this reason the strategic planning process is inextricably linked to the financial planning process.

MONTH	STRATEGIC PLANNING CYCLE	FINANCIAL PLANNING CYCLE
Apr – Jun	<ul style="list-style-type: none">• Strategic Assessment process begins• Scope partners and stakeholders plans, priorities and objectives• Engagement with public	<ul style="list-style-type: none">• Anticipate announcement on Government Grant• Develop early view of 4 year Medium Term Financial Strategy• Develop multi-year proposals to close funding gap whilst maintaining top-quartile performance• On-going budget monitoring to track delivery of in-year savings
Jul – Sep	<ul style="list-style-type: none">• Review of the Police and Crime Plan• Force Control Strategy and National Intelligence Model• Continuing engagement with public	<ul style="list-style-type: none">• Refine MTFS including scenarios and proposals• On-going budget monitoring to track delivery of in-year savings
Oct - Nov	<ul style="list-style-type: none">• Produce draft Police and Crime Plan – engagement and discussion with partners and stakeholders• Continuing engagement with public	<ul style="list-style-type: none">• Refine MTFS including scenarios and proposals• On-going budget monitoring to track delivery of in-year savings
Dec	<ul style="list-style-type: none">• Start target setting process with partners and stakeholders• Continuing engagement with the public	<ul style="list-style-type: none">• Police and other Grants notified by Government• Finalise MTFS• On-going budget monitoring to track delivery of in-year savings
Jan	<ul style="list-style-type: none">• Police and Crime Plan (draft) proposed to Police and Crime Panel	<ul style="list-style-type: none">• Council Tax Precept rate proposed to Police and Crime Panel
Feb	<ul style="list-style-type: none">• Finalise target setting with police and partners	<ul style="list-style-type: none">• Agreed Council Tax Precept rate notified to billing authorities
Mar	<ul style="list-style-type: none">• Police and Crime Plan (Final) published	

Medium Term Financial Strategy 2013-14 to 2016-17. The Medium Term Financial Strategy (MTFS) is a key part of the budget setting process and supports my long term planning capability as well as that for the Chief Constable and other stakeholders. The MTFS based on a Council Tax Precept of 3.4% is attached at

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Appendix [x]. Across the Hampshire Policing Area the medium term financial landscape will continue to be significantly affected by central Government decisions regarding funding. The current period of austerity is predicted to continue until at least 2017-18 and has had a major influence on my Plan.

Efficiency Measures – The 2010 CSR, coupled with the Government's wider austerity measures and the overall economic climate, have required the Constabulary to put in place a fundamental transformation programme which has reviewed all aspects of the delivery of policing functions in order to deliver £55M savings over the period of 2010-11 – 2014-15, from an overall gross budget of circa £350M in 2010-11.

A strategy was agreed which aimed to fast-track savings over the initial two year period in order to build up a Transformation Reserve which could be used to meet the "costs of change", mainly investment in IT and redundancy costs in order to deliver the long term efficiencies required to close the budget gap. The total value of savings identified for delivery over 2011-15 is £52.5M; of this total savings of £36M have been delivered to date with a further £10M at a sufficiently advanced stage to be included in the 2013-14 budget and MTFS.

Success in delivering the necessary efficiencies has resulted from the identification of new ways of delivering policing, focussing mainly on mobile technology, collaboration with Thames Valley Constabulary and the pursuit of joint working with other public sector organisations. A business case has also suggested that further efficiencies can be delivered by providing internal Corporate Services on a shared basis with Hampshire County Council and Hampshire Fire and Rescue Service in order to improve quality and resilience as well as making further savings.

Reserves and Financial Stability 2013-17 – the use of Reserves is an important aspect of my financial stewardship. I currently have usable Reserves totalling £31.526M that are earmarked for:

- Managing the Constabulary's Change Programme
- Mitigating against Risk
- Supporting the procurement of large capital equipment items
- Supporting targeted policing operations
- Self insurance

Although I predict that my overall level of Reserves will reduce to £14.543M by 2017-18, largely because the Constabulary's current Change Programme will be complete by then, I will continue to place funds into Reserve where possible to ensure that I have sufficient to provide an adequate level of financial stability.

Capital Programme 2013-17 – my Capital Programme includes my Estates Development Programme, investment in technology, and the vehicle replacement programme.

- Estates Development Programme – the police estate requires significant investment to ensure that it is fit for purpose, and provides both employees and the public with the infrastructure necessary to deliver policing in the 21st century. Included in this Programme are: improved neighbourhood police

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stations; new and refurbished custody suites; a new Police HQ; and Alpha Park.

- During 2013-14 I Will – review the Estates Development Programme to see whether the principles on which it is currently based remain valid, and to make any necessary adjustments to maximise value for money.
- Investment in Technology – of significance in this area is the continued investment in Mobile Data Technology (MDT) which allows police officers and PCSOs to be more visible in their neighbourhoods, helps to reduce crime levels, frees up officer time and minimises bureaucracy. Other technological innovations are being trialled to assess their effectiveness in reducing crime and disorder, examples include: electronic witness statements; body worn video cameras; and mobile finger-printing.
 - During 2013-14 I Will – undertake a review of the use of technology within Hampshire Constabulary to assess its effectiveness (See Section 1 for details).
- Vehicle Replacement – a rolling annual programme is in place to replace vehicles in accordance with an agreed set of protocols.

Community Safety Fund – I am making available a new Community Safety Fund totalling £1.459M in 2013-14. This is the full amount that I have received from the Home Office and brings together the majority of drugs, crime and community safety funding previously provided to individual partners. I am committed to making grants to organisations that in my opinion will secure, or contribute to securing, reductions in crime and disorder. The awarding of such grants will be subject to any conditions I deem appropriate. Any such award will have robust governance arrangements to ensure that the projects or initiatives support the effective delivery of my Priorities as laid out in this Plan. Grants will be awarded against a verifiable evidence-based application. Further details on how this process will work will be published in due course.

- During 2013-14 I Will – develop and publicise a process to be used by organisations wishing to bid for funding from the Community Safety Fund.

COMMISSIONING – MY VISION AND HIGH LEVEL STRATEGY

A key element of my role is to cut crime and the target placed on the Chief Constable in this area is to reduce total crime by 12% based on an average across the last 3 years. In addition I have a statutory duty to engage local partners to commission prevention work that will directly influence the crime rate in the medium term. A key mechanism by which this can be achieved is through the commissioning of services and interventions. During the latter part of 2012 Deloitte were contracted to produce a Vision and high level Strategy for the Hampshire PCC²¹; this work included consulting with partners across a wide range of delivery organisations and groups. I will use my commissioning strategy to foster long term partnerships with key stakeholder organisations. I will also ensure that the views and needs of the public,

²¹ Strategic Thinking, local delivery: A Commissioning Framework for the Police & Crime Commissioner for Hampshire. Deloitte November 2012.
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victims, witnesses and offenders are appropriately reflected in my commissioning strategy.

My Vision for commissioning is as follows:

- I will build on the foundations of existing high quality commissioning activity across the Hampshire Policing Area to drive new levels of integration to meet the needs of the public, victims, witnesses and offenders.
- I will use commissioning to focus chiefly on investment in preventative services. The medium term aim will be to reduce the burden on police and other agency resources by confronting the root causes of crime and disorder.
 - During 2013-14 I Will - develop methodologies to demonstrate clearly how investment in prevention can make an impact across the community and my Priorities and those of partners.
- I will prioritise local need and define it using locally acquired evidence. I will work closely with a wide range of stakeholders to confront strategic priorities across the Hampshire Policing Area including: drug and alcohol abuse; youth offending; domestic abuse; and rehabilitation through effective offender management.
 - During 2013-14 I Will – create appropriate governance structures for co-ordinating responses to criminal justice issues and to enhance partnership working at a strategic level.
- Where it is appropriate I will actively pursue joint commissioning opportunities with partners with the aim of maximising outcomes; this will include investigating relevant financial and budgeting models.
 - During 2013-14 I Will – build an internal commissioning capability that will engage and work with commissioners in other stakeholder organisations. In parallel I will explore options for new performance contracting models such as Payment by Results (PbR) with the aim of introducing these in selected areas in the medium term if relevant to the outcomes sought.

In developing my Strategy I have taken some principles as binding: the focus on need and outcomes; the development of high levels of confidence between partners; and the need to adopt an evidence led approach. I am also aware that the election cycle may strongly influence behaviour and the appetite for experimentation thus inhibiting the development of a shared longer term vision. I will, however, work to overcome this with the aim of creating a commissioning environment that can endure beyond my first term. To do this my Strategy is built on five key principles:

- Iterative – my approach to commissioning activity will build on existing good practice, particularly in areas where the high concentration of need has already compelled agencies to be genuinely collaborative. I will focus on expanding delivery across the Policing Area through models and providers that have a proven track record of success.
- Flexible – I will balance the need for strong governance and financial controls with a willingness to let providers decide how local outcomes are achieved; I do not intend to audit provider method.

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- **Robust Management Capabilities** – effective commissioning depends on strong governance, and performance measures that demonstrate the impact of commissioned services against defined outcomes. High quality and effective financial management is a cornerstone of this management capability; I will ensure that appropriate mechanisms are put in place to monitor performance in this area.
- **Active Communications** – Strategic communication and engagement is core to business planning and operations by helping to define need, evaluate procurement options, understand business drivers and the priorities of relevant stakeholders. It can engender trust at both an organisational and local level. I will ensure that comprehensive communications are maintained with co-commissioners, providers and service users from the outset.
- **Intelligence and Data Sharing** – high quality data is vital for good planning and performance management. I will work to ensure that organisational silos are broken down, and that legislation on data sharing is not used unnecessarily as a reason for not working co-operatively in this area.

I will continue to support collaborative working by Hampshire Constabulary with other police forces where this is appropriate to improve the effectiveness and efficiency of service delivery. The table below shows the policing collaboration arrangements²² currently in place.

NATIONAL	REGIONAL	
	SERVICE	PARTNER FORCE
National Police Air Service	Joint Operations Unit	Thames Valley Police
	Joint ICT Department	Thames Valley Police
	Joint Information Management Unit	Thames Valley Police
	Contact Management	Thames Valley Police
	Witness Protection	Surrey Police Sussex Police Thames Valley Police
	Ops and Technical Support	Surrey Police Sussex Police Thames Valley Police
	Joint Assistant Chief Constable	Thames Valley Police

In addition to collaborative working arrangements with other police forces the Constabulary also works in partnership with other public sector organisations, an example of which is the Scientific Services laboratory shared with Hampshire County Council.

- **During 2013-14 I Will** - review all collaboration arrangements currently in place to ensure that they are providing the communities of Hampshire and the Isle of Wight with the best possible service at the best possible cost.

COMMUNICATIONS AND ENGAGEMENT

I will ensure that there is an on-going programme of effective public and partner consultation and engagement as part of the process of: identifying the policing and crime reduction priorities across the Hampshire Policing Area; ensuring the

²² Put in place under authority of Police Act 1996 s23

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continuous improvement of levels of policing service delivery; and for holding the Chief Constable to account on their vision for Hampshire Constabulary. I will also ensure that my commissioning function is supported by a programme of active communication and engagement. In this way, I can provide reassurance to the public, as well as receiving feedback from local communities on the service being provided – both by the police and also from other stakeholders engaged in preventing crime and disorder.

In order to consult and engage with the public, including victims and witnesses, I intend to make use of a wide range of media formats which will include social media. I am keen to promote on-line engagement and interaction between local communities, police and other agencies with a view to promoting safer communities and better understanding.

As part of my commitment to consult and engage with a wide cross section of the communities across the Hampshire Policing Area I have signed The Howard League's pledge to consult young people, including young people in contact with the criminal justice system, when developing my police and crime plan. I have done this as part of the development of this Plan and will continue to do so as part of my intention to set up an independent public engagement forum made up of a broad cross section of representatives from the communities of Hampshire and the Isle of Wight. I will ask members of the forum to provide me with their views and opinions on a number of important issues related to policing and crime to help influence my decision making process.

- During 2013-14 I Will – set up an independent public engagement forum to assist me with my decision making.

SECTION 3 – PARTNER AGENCIES AND OTHER KEY STAKEHOLDERS

In order to achieve my police and crime Priorities and discharge my wider responsibilities as PCC it is critical that I engage with a wide range of partner agencies and other key stakeholder groups. Outline details about the major organisations are provided below.

Hampshire Constabulary – Hampshire Constabulary provides policing services across the whole of the Hampshire Policing Area. It is the second largest non-metropolitan police force²³ in England and, as at January 2013, it consisted of 3,517 police officers, 2393 police staff, 353 police community support officers (PCSOs), 604 Special constables and 612 volunteers. Policing services delivered by the Constabulary include: Neighbourhood Policing; Serious Crime Directorate (comprising Hampshire Major Investigation Team; Public Protection Unit, Scientific Services, Special Branch); Marine Unit; Roads Policing Unit; Dog Support Unit. Hampshire Constabulary is a statutory partner on each Community Safety Partnership. More details about Hampshire Constabulary are at <http://www.hampshire.police.uk/internet>.

Fire and Rescue Services – the Hampshire Policing Area is served by 2 Fire and Rescue Services:

- Hampshire Fire and Rescue Service (HFRS) - is a statutory partner on every CSP within the county. Whilst HFRS is commonly recognised for providing emergency response capabilities, it also takes an active role in working with other partners to tackle activities within the community which lead to arson and other fire-setting behaviour. Arson, deliberate fire setting, and other similar anti-social behaviour has become an increasing problem within all areas of society. The financial cost to the British economy resulting from such behaviour currently stands in excess of £55 million per week in addition to the considerable personal and financial losses suffered by the victims. By working with other agencies HFRS aim to contribute to reducing anti-social behaviour and criminal damage by arson. Where this does occur HFRS investigates the causes of these fires and pursues those responsible in conjunction with the police. Further details about HFRS can be found at www.hantsfire.gov.uk.
- Isle of Wight Fire and Rescue Service – the Isle of Wight FRS provides similar functions to the communities on the island. Further details can be found at www.iwight.com/fire.

Local Government – across the Hampshire Policing Area there are three single-tier Unitary Authorities: Southampton; Portsmouth and the Isle of Wight. The remainder of the Area is covered by Hampshire County Council and 11 district and borough councils; at a local level there are more than 260 town and parish councils. There are also 33 town and parish Councils on the Isle of Wight. The Unitary Authorities and Hampshire County Council all provide a range of criminal justice related services to their communities addressing: alcohol and drugs misuse; anti-social behaviour; mental health and wellbeing; sex and violent offenders.

²³ The largest non-metropolitan police force is Thames Valley Police.
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Community Safety Partnerships - Each unitary and two-tier authority is required by statute²⁴ to have its own Community Safety Partnership comprising responsible authorities that work together with other local agencies and organisations to develop and implement strategies to tackle crime and disorder, including anti-social and other behaviour adversely affecting their local environment as well as the misuse of drugs and alcohol in their area. More recently responsibility for undertaking Domestic Homicide Reviews has been placed on Community Safety Partnerships.

Hampshire Probation Trust – Hampshire Probation Trust is one of the 35 Trusts that make up the Probation Service in England and Wales, and the stated aims of the service nationally are:

- The protection of the public
- A reduction in re-offending
- The proper punishment of offenders
- Ensuring offender awareness of the effects of crime on the victims of crime and the public
- The rehabilitation of offenders

Many people convicted of offences in England and Wales serve their sentences in the community and the Probation Service has a statutory obligation to supervise these offenders to ensure they complete their punishment within the timescales set by the courts. Offenders on release from prison are also supervised to achieve their effective resettlement into the community. Hampshire Probation Trust supervises approximately 6,800 offenders each year and is the lead partner for the Integrated Offender Management (IOM) programme. The Trust is also a statutory partner on each Community Safety Partnership. More details about Hampshire Probation Trust can be found at <http://www.hampshire-probation.gov.uk/index.html>.

Health & Wellbeing Boards – Health & Wellbeing Boards are responsible for improving the lives of local people by making it easier for health, adults and children's social care and wellbeing services to plan and buy better services; together they provide a key focus for promoting the health and wellbeing of those who live, work and visit their area. Across the Hampshire Policing Area there are 4 such Boards covering the geographic areas of:

- Hampshire County Council
- Southampton City Council
- Portsmouth City Council
- Isle of Wight

Each Health & Wellbeing Board has its own website through which further details can be obtained.

HM Courts & Tribunals Service - HM Courts & Tribunals Service was created on 1 April 2011 as one integrated agency providing support for the administration of justice in courts and tribunals. HM Courts & Tribunals Service is an agency of the Ministry of Justice. It uniquely operates as a partnership between the Lord Chancellor, the Lord Chief Justice and the Senior President of Tribunals as set out in the Framework Document. The agency is responsible for the administration of the

²⁴ Crime and Disorder Act 1998, Sections 5 and 6. Police Reform Act 2002 Sections 97 and 98. Clean Neighbourhoods and Environment Act 2005, Section 1. Police and Justice Act 2006, Schedule 9. Police and Crime Panel Version as at 19 Feb 13 30 of 39

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criminal, civil and family courts and tribunals in England and Wales and non-devolved tribunals in Scotland and Northern Ireland. It provides for a fair, efficient and effective justice system delivered by an independent judiciary. HM Courts & Tribunals Service aims to ensure that all citizens receive timely access to justice according to their different needs, whether as victims or witnesses of crime, defendants accused of crimes, consumers in debt, children at risk of harm, businesses involved in commercial disputes or as individuals asserting their employment rights or challenging the decisions of government bodies. More detail can be found at <http://www.justice.gov.uk/about/hmcts>.

Crown Prosecution Service - The Crown Prosecution Service is responsible for prosecuting criminal cases investigated by the police in England and Wales. The CPS exists to ensure that wrongdoers are brought to justice, victims of crime are supported and that people feel safer in their communities. CPS Wessex serves Hampshire and the Isle of Wight as well as Wiltshire and Dorset. It is divided into three areas with offices at several locations across the Hampshire Policing Area. CPS Wessex runs a Scrutiny and Involvement Panel across its whole area and a Hate Crime Scrutiny Panel for each of the counties it supports. More details about CPS Wessex can be found at http://www.cps.gov.uk/wessex/introducing_cps_wessex/.

HM Prison Service - HM Prison Service serves the public by keeping in custody those committed by the courts. Their duty is to look after them with humanity and help them lead law-abiding and useful lives in custody and after release. After the closure of Kingston Prison (planned for April 2013) there will be 3 prisons in the Hampshire Policing Area and one Immigration Removal Centre. More information about HM Prison Service can be found at <http://www.justice.gov.uk/about/hmps>.

Voluntary and Community Sector – across Hampshire Policing Area there are hundreds of voluntary and community organisations that provide services related to my overall remit. Some of these are regional or local branches of national organisations, others are established to focus on issues pertaining to a small local area. Key functions to which I have to pay due regard are:

- Victims services
- Witnesses services
- Offender management
- Restorative justice
- Drugs and alcohol misuse
- Crime prevention

SECTION 4 – GOVERNANCE ARRANGEMENTS

INTRODUCTION

The Police Reform and Social Responsibility Act 2011 (PRSR 2011) introduced a fundamental change in the policing landscape of England and Wales. One of its key elements was the reform of policing accountability, replacing Police Authorities with elected Police and Crime Commissioners.

The PRSR 2011 states that upon taking office I must prepare a Police and Crime Plan in consultation with the Chief Constable and issue it as soon as practicable²⁵ after it has been reviewed by the Police and Crime Panel²⁶. The responsibility of creating a Plan is solely mine; I cannot delegate this function.

My Plan is an important mechanism for me to communicate my vision for my term of office to the public (including victims of crime), the police, the Police and Crime Panel, key criminal justice partners and other partners (such as the voluntary and private sectors).

My role as the PCC is to ensure that the policing needs of the communities in Hampshire and the Isle of Wight are met so that people feel safe, and have confidence in and satisfaction with the services provided by the police. I will do this by ensuring that Hampshire Constabulary is appropriately equipped and is efficient and effective.

I have the legal power and duty to:

- Set the strategic direction and objectives of Hampshire Constabulary through the Police and Crime Plan, which must have regard to the Strategic Police Requirement set by the Home Secretary.
- Scrutinise, support and challenge the overall performance of Hampshire Constabulary, and other partners commissioned to provide services, including against the priorities I set in the Plan.
- Hold the Chief Constable to account for the performance of the force's officers and staff.
- Decide the budget, allocating assets and funds to the Chief Constable, set the Council Tax precept for the Hampshire Policing Area, and award crime and disorder grants.
- Appoint the Chief Constable.
- Remove the Chief Constable²⁷.
- Maintain an efficient and effective police force for the Hampshire Policing Area.

25 Section 5(2): The Police and Crime Plan must be issued as soon as practicable after the commissioner takes office and before the end of the financial year in which the commissioner is elected.

²⁶ Section 5(6)(a): The PCC must prepare a draft of the Police and Crime Plan to be submitted to the Police and Crime Panel to review.

²⁷ Subject to following the process set out in Part 2 of Schedule 8 of the PRSR 2011 and regulations made under Section 50 of the Police Act 1996.

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- Enter into collaboration agreements with other PCCs, other policing bodies and partners to improve the efficiency or effectiveness of policing for one or more policing bodies or police forces in consultation with the Chief Constable.
- Having regard to the priorities of community safety partners in delivering policing services.
- Work in partnership to deliver effective criminal justice services to the public of Hampshire and the Isle of Wight.
- Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action.
- Hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable.
- Publish information specified by the Secretary of State and information that I consider necessary to enable the people who live in the Hampshire Policing Area to assess the performance of both the PCC and Chief Constable.
- Comply with all reasonable formal requests from the Police and Crime Panel to attend their meetings.
- Prepare and issue an annual report to the Panel on delivery against the objectives set within the Plan.
- Monitor all complaints made against police officers and police staff, whilst having responsibility for complaints against the Chief Constable.

TRANSPARENCY AND ACCOUNTABILITY

Holding Me to Account – I will be held to account by the public, and by the Hampshire Police and Crime Panel comprising councillors and independent members. The function of the Panel is to promote openness in the transaction of police business and also to support and scrutinise me in my role as Commissioner in the effective exercise of my functions. The Police and Crime Panel is hosted and supported by Hampshire County Council. For further details please visit <http://www3.hants.gov.uk/hampshire-pcp.htm>.

I am committed to ensuring that I can be held to account for my actions. To that end, and to promote and preserve the integrity of the decision-making process, I will publish on my internet site all decisions of significant public interest or where there is a legal requirement to do so. This will provide an opportunity to scrutinise how I discharge my responsibilities and ensure that I am acting in the best interests of the people across the Hampshire Policing Area.

In addition, I am required to publish certain information to provide greater transparency around the operation and business of the Office of the Police and Crime Commissioner (OPCC). This will be published on our website on the Transparency page, and relates to:

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- Staff of the Office of the Police and Crime Commissioner²⁸
- Income and expenditure over £500
- Property
- Public meetings
- Policies
- Crime and disorder reports received from related bodies
- The Independent Custody Visiting Scheme

Holding the Chief Constable to Account - the Chief Constable retains the direction and control of his officers and staff: in carrying out my role I will not impede the operational independence of the police service. I will, however, hold the Chief Constable to account for the delivery of the Priorities outlined in this Plan. I will hold regular meetings with the Chief Constable and also receive written and oral performance reports. Relevant information and decisions of significant public interest will be published on my website to enable the communities of Hampshire and the Isle of Wight to assess the performance of both me and the Chief Constable in carrying out our duties.

Partnership Accountability - I will also hold regular meetings with partners to discuss progress and performance and promote effective partnership working. I will publish details of these meetings, along with relevant and appropriate performance information, on a regular basis.

Her Majesty's Inspector of Constabulary (HMIC) – HMIC inspects and reports on the efficiency and effectiveness of police forces, as well as specified national policing agencies such as the Ministry of Defence Police. I can, at any time, request HMIC to carry out an inspection of Hampshire Constabulary. More details about how HMIC can support me is contained on their website at <http://www.hmic.gov.uk/pcc/hmic-pccs-and-the-mopac/>

GOVERNANCE

Governance is about ensuring that PCCs are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems, processes, policies, and culture and values used by me and my Office to ensure that stakeholders have confidence in the way that I and my staff carry out our responsibilities and duties.

I have a duty to put in place appropriate governance arrangements that recognise my responsibility for ensuring that my business is:

- conducted in accordance with the law and proper standards;
- that public money is properly accounted for, and used economically, efficiently and effectively; and
- that all resources for which I am responsible are appropriately safeguarded.

Each year I will present an Annual Report to the Police & Crime Panel which will demonstrate progress that I and relevant partner organisations have made against my Priorities and Targets.

²⁸ During 2013-14 I will undertake negotiations with the Chief Constable relating to the Stage 2 transfer of Police Staff which is to have been achieved by April 2014.
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A more detailed explanation of each of the following areas will be placed on my website in due course but, in the short term, an overview is provided below.

- Audit Committee. The PRSR 2011 establishes the PCC and the Chief Constable as corporations sole. This enables us to employ staff and hold funds. The Financial Management Code of Practice for the Police Service of England and Wales²⁹ places a requirement on both the PCC and the Chief Constable to establish an independent Audit Committee; it further recommends that this should be a combined body. I have agreed with the Chief Constable that one Joint Audit Committee will be formed to provide independent assurance on the adequacy of the risk management framework and the associated control environment, independent scrutiny of both financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process.
 - During 2013-14 I Will – form an independent Joint Audit Committee in conjunction with the Chief Constable.
 - During 2013-14 I Will – examine the current arrangements for undertaking the Internal Audit function with a view to ensuring that that function continues on a seamless basis.
- External Audit – the statutory external audit function will continue to be undertaken by Ernst & Young in accordance with the contract awarded during 2012.
- Risk Strategy and Management. Although a certain amount of risk taking is essential if I am to achieve my objectives I will, on a continuous basis, identify, analyse and prioritise the corporate risks that I face in carrying out my duties and responsibilities, and I will put in place mechanisms to manage and mitigate them within available resources. I also recognise that risk management is as much about exploiting opportunities as it is about managing threats.
 - During 2013-14 I Will - examine the risks that were handed over to me by Hampshire Police Authority to ascertain their continued relevance, and
 - During 2013-14 I Will - establish processes to ensure that those risks, and any new ones that arise, are appropriately recorded, managed and mitigated.
- Upholding Standards. The Policing Protocol Order 2011³⁰ requires me to monitor all complaints made against police officers and staff and to ensure that they are dealt with effectively and fairly by the appropriate body.

²⁹ Published in January 2012.

³⁰ The Policing Protocol Order 2011 (statutory instrument) came into force on 16 January 2012 and extends to England and Wales. The order is available to download below, as well as the previous draft protocol. The Protocol sets out how the new policing governance arrangements will work. It clarifies the role and responsibilities of police and crime commissioners, the mayor's office for policing and crime, chief constables, police and crime panels and the London assembly police and crime panel. It outlines what these bodies are expected to do and how they should work together to fight crime and improve policing. <http://www.homeoffice.gov.uk/publications/police/pcc/policing-protocol/>

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I am the Appropriate Authority for complaints and conduct matters, including non-criminal complaints, concerning the Chief Constable. I also have the power to direct the Chief Constable to comply with their obligations in regards to complaints.

The Police and Crime Panel is the Appropriate Authority for complaints concerning my conduct as PCC. In order to encourage an open and transparent monitoring framework, I will publish a statement about the policies and conduct of myself, and my deputy PCC if I choose to appoint one. All serious complaints will be referred to and dealt with by the Independent Police Complaints Commission (IPCC). This means the IPCC will deal with any complaints or conduct matters that involve an allegation of criminal behaviour by me.

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DEMOGRAPHIC INFORMATION

	AREA	POPULATION	DENSITY	WHITE	ASIAN	MIXED RACE	BLACK	AGE (16-24)	DEPRIVATION
Hampshire County Council ³¹	367,860 ha ³²	1,317,788	3.6 people per ha ³³	94.86%	2.68%	1.37%		10.20%	Hart – 326 th Havant – 107 th Gosport – 161 st
Isle of Wight ³⁴	38,000 ha ³⁵	138,265	3.6 people per ha	97%	1.09%	1.24%		9.58%	106 th
Southampton City Council ³⁶	5,179 ha	236,882	47.5 people per ha ³⁷	88.32%	8.4%	2.4%	2.14%	18.91%	72 nd
Portsmouth City Council ³⁸	4,028 ha	205,056	50.7 people per ha ³⁹	88.32% ⁴⁰	6.08%	2.67%	1.84%	17.76%	76 th
TOTAL	415,067 ha	1,897,991							

³¹ Data obtained from www.hants.gov.uk, 2011 Census, and the Indices of Multiple Deprivation 2010.

³² Hampshire is one of the largest non-metropolitan counties in England.

³³ 77% of the population lives in urban areas and 23% in rural.

³⁴ Data obtained from www.iwight.com, 2011 Census, and the Indices of Multiple Deprivation 2010.

³⁵ The island has 25,800 hectares of farmland (67%), 5,200 hectares of developed areas, and 57 miles of coastline.

³⁶ Data obtained from www.southampton.gov.uk, 2011 Census, and the Indices of Multiple Deprivation 2010.

³⁷ Southampton is the third most densely populated city after Inner London and Portsmouth.

³⁸ Data obtained from www.portsmouthcc.gov.uk, 2011 Census, and the Indices of Multiple Deprivation 2010.

³⁹ Portsmouth is the most densely populated city in the UK after Inner London.

⁴⁰ Portsmouth has a large Polish population.

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BUDGET 2013-14 AND MEDIUM TERM FINANCIAL STRATEGY

Medium Term Financial Strategy 2012/13 to 2016/17	Revised Budget 2012/13	Inflation (as per MTFS)	Other changes	Net Savings	Growth	Budget 2013/14	Forecast Budget 2014/15	Forecast Budget 2015/16	Forecast Budget 2016/17
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure:									
Employees	263,323	1,690	819	(3,605)	109	262,336	265,959	271,215	279,127
Premises	11,231	366	(294)	0	320	11,623	11,968	12,281	12,610
Transport	5,508	135	277	(178)	0	5,741	5,965	6,198	6,442
Travel and Subsistence	3,226	77	93	(253)	0	3,143	3,217	3,293	3,371
IT and Communications	5,086	128	(462)	(122)	30	4,660	5,143	5,412	5,120
Supplies and Services	29,140	736	1,320	(1,967)	0	29,228	27,838	28,525	29,232
National Levies	1,322	260	0	0	0	1,582	1,621	1,662	1,703
Grants Paid	448	4	(282)	0	0	171	175	179	184
Capital Financing (net)	4,334	0	(389)	0	0	3,945	4,192	4,093	4,431
Total Expenditure:	323,619	3,396	1,081	(6,125)	459	322,429	326,078	332,858	342,220
Income:									
Service Income	(9,937)	(242)	(1,064)	0	0	(11,243)	(12,532)	(12,945)	(13,260)
Additional Specific Grants	(11,151)	0	7,510	0	0	(3,641)	(3,641)	(3,641)	(3,641)
Total Income:	(21,088)	(242)	6,447	0	0	(14,883)	(16,173)	(16,585)	(16,900)
Net Expenditure on Police Services:	302,531	3,154	7,527	(6,125)	459	307,546	309,906	316,273	325,320
PCC Expenses and Grants:	1,468	23	0	0	2,059	3,550	1,518	1,525	1,554
Interest on Balances	(500)	0	0	0	0	(500)	(300)	(300)	(300)
Total Overall Net Expenditure:	303,499	3,177	7,527	(6,125)	2,518	310,595	311,124	317,498	326,574
Contributions to / (from) Reserves:	2,113	0	(2,300)	0	0	(187)	(187)	(187)	(187)
Amount from General Grants and Taxation:	305,612	3,177	5,227	(6,125)	2,518	310,408	310,936	317,311	326,387
Funded by:									
Expected amount from General Grants	(203,594)	0	1,220	0	0	(202,374)	(195,696)	(192,956)	(190,255)
Council tax freeze and benefit grant	0	0	(12,912)	0	0	(12,912)	(12,912)	(10,392)	(10,392)
Council tax precept	(101,433)	0	6,806	0	0	(94,627)	(97,517)	(100,490)	(103,554)
Council tax collection fund surplus	(585)	0	90	0	0	(495)	(485)	(485)	(485)
Total amount funding expected:	(305,612)	0	(4,796)	0	0	(310,408)	(306,609)	(304,322)	(304,685)
Budget (surplus)/ shortfall:	0	3,177	431	(6,125)	2,518	0	4,328	12,988	21,702
<i>Effect of alternative precept increases:</i>									
0% increase each year						2,108	9,278	21,888	33,619
2% increase each year						1,295	6,600	16,283	26,069
3% increase each year						382	4,722	13,396	22,121

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GLOSSARY

ACRO	ACPO Criminal Records Office
AVCIS	ACPO Vehicle Crime Intelligence Service
CCG	Clinical Commissioning Group
CSP	Community Safety Partnership
HCC	Hampshire County Council
HFRS	Hampshire Fire and Rescue Service
IMS	Information Management Suite
IPCC	Independent Police Complaints Commission
MTFS	Medium Term Financial Strategy
NCA	National Crime Agency
NPT	Neighbourhood Police Team
OPCC	Office of the Police and Crime Commissioner
PbR	Payment by Results
PRSR 2011	Police Reform and Social Responsibility Act 2011
SIB	Social Impact Bonds – an intermediary will seek investment from the market, set up a “special purpose vehicle” which will contract with the commissioner on a PbR basis.
SPR	Strategic Policing Requirement